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Architect

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Cover: Gaenslen School the Zimmerman Design Group Photographer: Mark F. Heffron

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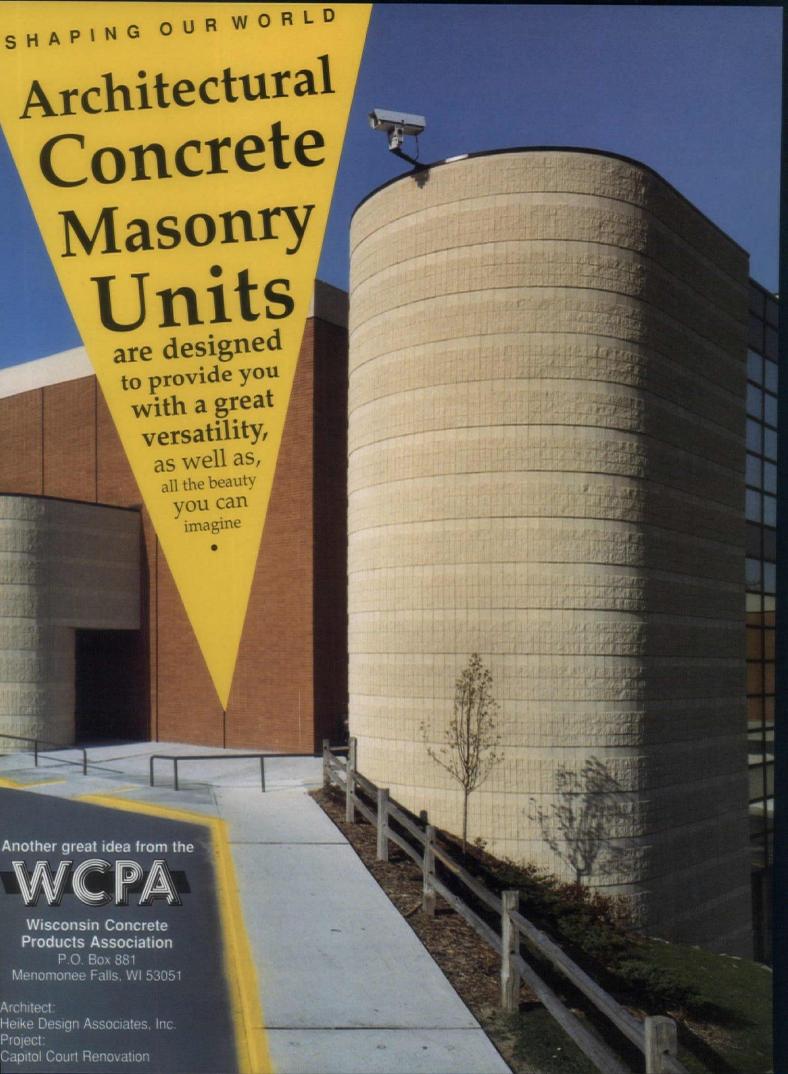


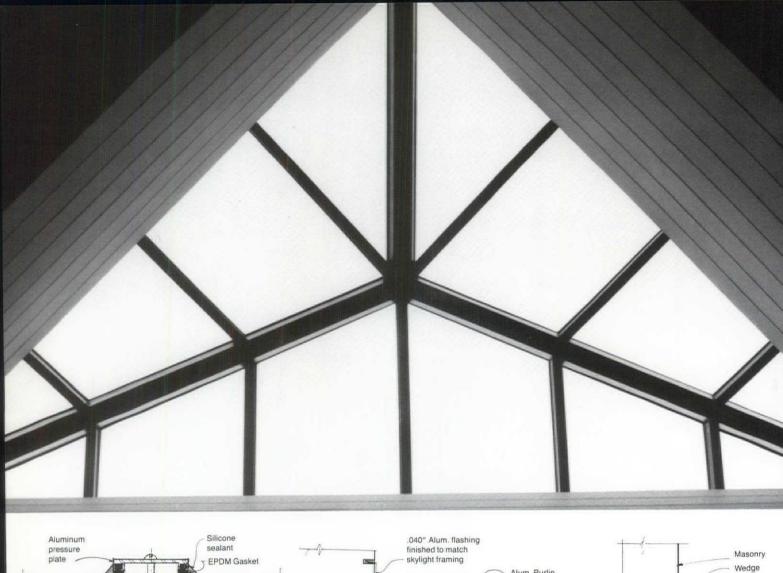
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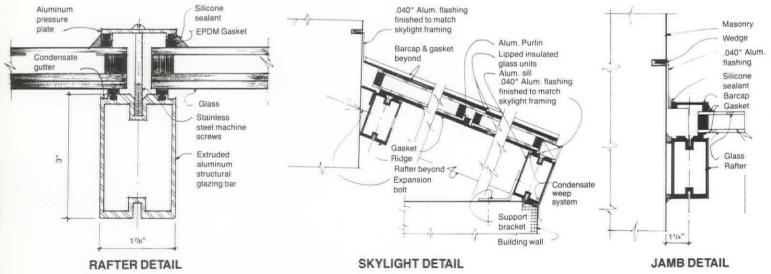
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Guidelines

This issue of Wisconsin Architect is dedicated to public officials throughout Wisconsin.

The WSA has provided

Through its Qualification Based Selection or "QBS" program, the Wisconsin Society of assistance to over 500

Architects (WSA) has provided assistance to over 500 public owners in establishing a public owners in

process for selecting a qualified, competent and compatible architect to

establishing a process for

provide the professional services required. These services include feasibility studies, selecting a qualified,

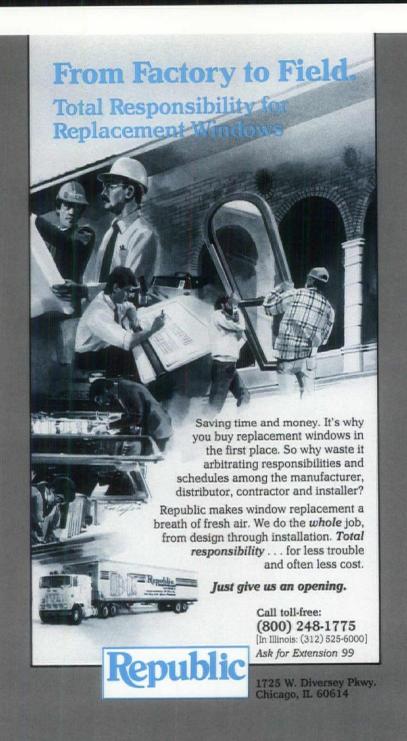
programming, site analysis, design services, construction documents and construction competent and compatible administration.

architect . . .

The WSA has an experienced individual on staff whose specific responsibility is to serve as an independent facilitator and assist owners in establishing a rational selection process based on qualifications and competence. This service is provided at no charge to the owner. The QBS process has proved to save time and money for both the owner and the architect. It is recommended that public owners review and retain the booklet "Selecting Your Architect" found in the centerfold of this issue of the magazine. It outlines the QBS process recommended by the WSA for selecting an architect for public projects. Contact the WSA for any assistance. This public service is provided in a timely manner, with enthusiasm and a sincere desire to assist public owners in obtaining the best possible architectural services for their building projects.

The pages that follow demonstrate the type of work that Wisconsin architects have provided for school districts, cities, villages, towns, counties and other public owners. These projects are presented with pride in the product and respect for the owners.

William M. Babcock Executive Director, WSA



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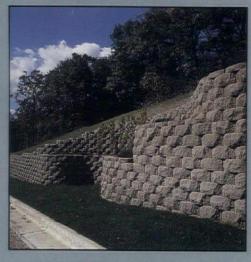


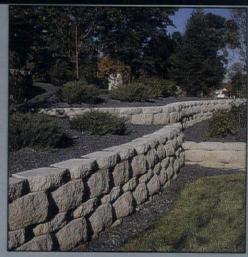






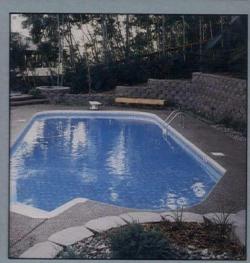




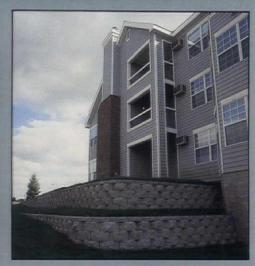














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STEP 1. PREPARATION OF FOOTING:

Excavate a shallow trench to approximately the depth and width dimensions of your KeyStone modules. When constructing walls less than 4'-0'' high, mini modules can be placed on firm, undisturbed, original soils. When building walls above 4'-0'' standard modules or a combination of mini/standards shall be placed on a 6'' layer of compacted, well draining, granular fill. (i.e. sand or gravel at 95% Proctor compaction). The trench depth in this case shall be the 6'' compacted layer plus one 8'' module depth for each 6'-0'' of wall height.

Provide for a level base in both front to back and side to side directions for walls below 10'-0" in height. For walls above 10'-0" provide a tilt from front to back so that the back is 1" lower than the front starting at the foundation. Achieve this with compacted granular fill or a 2" thick concrete leveling footing. The use of concrete is only to achieve a method for quick foundation preparation.

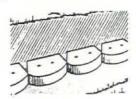




STEP 2. INSTALLING THE BASE COURSE:

Install the first layer of KeyStone modules by simply laying the units side by side over the prepared foundation, keeping all units level. Place mini and standard units such that the surface showing the kidney shaped void is on the bottom.





STEP 3. INSTALLING THE INTERLOCKING PINS:

Place the high-strength fiberglass pins into the paired holes in each module. (Note: Use ½"x 9¼" for standard units and ½"x 5½" for mini units.) Once in place the pins will automatically position the next course of modules ¼" - ½" back from the wall face for greater stability.





STEP 4. INSTALLING THE BACKFILL:

Backfill behind each layer of KeyStone modules with well draining granular fill. (i.e. sand, gravel, pea rock). Use of clay type soil or organic topsoil is not recommended. All voids in and between KeyStone units must be filled and tamped down. On walls below 6'-0'' where reinforced earth geogrids are typically not used, provide granular backfill 1'-0'' behind KeyStone units and against existing soils. Manually or mechanically compact backfill. (Note: Do not compact directly on KeyStone modules.) For walls higher than 6'-0'' where geogrids are used, backfill as already mentioned, directly behind the wall modules. In the remaining area of reinforced backfill consult your KeyStone representative on proper placement of geogrid reinforcing and compacted backfill. In most cases existing site material may be used for compacted fill in the geogrid area.

STEP 5. INSTALLING ADDITIONAL COURSES:

Place the second layer of KeyStone modules over the positioning fiberglass pins in the layer below. Install the upper layer module such that it bridges two units below in a running bond pattern. The kidney shaped cup on the bottom of the upper unit should fit down over the pins sticking up from the lower unit. The final step to interlock the upper layer is to pull the upper unit towards the face of the wall until-it makes full contact with both pins. At this point the unit is in the automatic setback position.

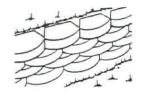
Repeat steps 3, 4, and 5 until your KeyStone retaining wall is complete.

STEP 6. INSTALLING KEYSTONE CAPS:

Use KeyStone Cap units for the final layer to complete your KeyStone retaining wall. As with standard or mini modules, place the KeyStone cap unit over the projecting pins on the units below. KeyStone caps are similar in dimension to the mini module, but do not have the top surface pin holes for a finished appearance.

Note: In areas of high public accessibility and possible vandalism use a construction adhesive, epoxy cement or mortar to secure the KeyStone cap layer.

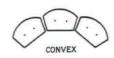


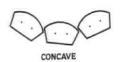


STEP 7. BUILDING CURVES:

Building curves into your KeyStone retaining wall requires a few special considerations. Convex curves require a small gap between adjacent units (see diagram). For concave curves touching edges of each unit should be slightly overlapped (see diagram). Gapping and overlapping will vary somewhat with the degree of curvature desired. A general guideline is as follows: On the base course of walls up to four feet high begin with a ½" gap or overlap. Walls above four feet begin with a 1" gap or overlap. In either case as the wall layers are built upon each other the gap or overlap will reduce to zero. An easy procedure to achieve the ½" or 1" gap/overlap is to maintain a constant dimension from the centerline of the pin in one unit to the centerline of the pin in the adjacent unit.

On the base layer this constant dimension should be 11½" center to center for a ½" gap/overlap and 12" for a 1" gap/overlap. (Note: When building curves base condition of wall must be level. In cases where a tilt has been installed into the base course on the straight part of the wall, the tilt would have to diminish to a level condition going into the curve.





Project	THE RESERVE OF THE PARTY OF THE
1 rojeci	Racine Festival Hall and Colonnade
Location	Racine, Wisconsin
Architect	the Zimmerman Design Group
General Contractor	Korndoerfer Corporation



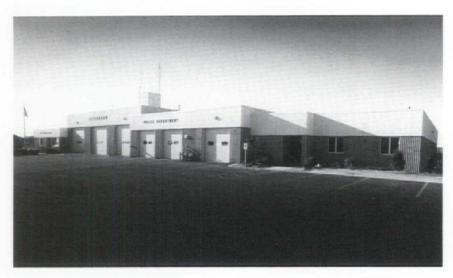
The Downtown Racine
Development Corporation and the
City of Racine sought to create a
new multi-purpose facility to
accommodate a multitude of ethnic
and civic activities. The facility
would serve as a focal point for the
new Racine harbor and 1,000-slip
marina development on the shore of
Lake Michigan. The client sought a
building which would bring new
life to a blighted area and promote
additional downtown development.

Building materials were chosen for durability, serviceability and appropriateness to the overall nautical theme. Multiple lighting and sound systems were incorporated to provide for the building's many users. Exterior lighting includes continuous strings of tivoli lights on the edges and ridges of both the Colonnade and Festival Building which add a festive feeling to the entire complex and helps draw people from the marina and downtown. The building's roof shape, fenestration and playful color palette all add to reinforce the festival nautical theme and help set the spirit and tone for Racine's future.

Photography: Howard Kaplan



Project	Fitchburg Safety Building	
Location	Fitchburg, Wisconsin	
Architect	Foth & Van Dyke	
General Contractor	Tri-North Builders, Inc.	



One has to look hard to distinguish the city of Fitchburg's original safety building from its new addition. The detailing and other exterior characteristics of the original are duplicated in the addition to smoothly blend new with old. Consequently, the 7100-square-foot addition matches the existing building, which had been built in two phases—the first in 1972 and the second in 1981.

The addition includes a new court room, judges' chambers, offices, lobby and locker room.

Construction is of masonry with a steel frame and rubber ballasted roof.

Besides the addition, 3800 square feet of the existing building were remodeled (1500 square feet in the police station; 2300 square feet in the fire station).

Cost of the 10,900-square-foot addition and remodeling project was \$44 per square foot.

Photography: Skip Ellinger

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Mixing and matching editions may result in chaos on the job-site and will probably increase your liability exposure.

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Significant changes have been made to many AIA Documents to further clarify roles and responsibilities, to provide remedies for nonpayment, and to require proper credit and recognition of the architect's contribution.

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The new editions of AIA Documents B141 and B151 (Owner-Architect Agreements) contain provisions which clarify copyright protection and ownership of the architect's drawings. It is also required that the architect be given credit in the public media for the architect's work.

For more information on the AIA Documents, call:



Wisconsin Society of Architects 1-800-ARCHITECT In Madison: 257-8477

Project	Metropolitan Sewerage District Laboratory Facility
Location	Milwaukee, Wisconsin
Architect	Plunkett Keymar Reginato Architects
General Contractor	Hutter Construction



The design challenge was to assure that the lab facilities would aid in the smooth and efficient operation of the life protecting services provided by MMSD. All of the different testing labs, such as toxics analysis, soils analysis, aquatic biology, etc., were laid out in such a fashion that movement of the samples was kept to a minimum. With the MMSD staff working on roughly 1,000 samples a day, it was essential to establish an efficient flow.

The new Milwaukee Metropolitan Sewerage District Central Laboratory includes 20,000 square feet of administrative and computer space. To control the cost of heating and cooling, the labs are designed with exhaust hoods that use an auxillary air system. Outside air is pumped directly in front of each hood and then taken away through the individual exhaust duct. Only ten percent of the air within the building is exhausted, resulting in less heating and cooling loss and fewer dollars spent.

The research facility is used for water, soil, and air quality testing. It also is used to aid in the testing of Milorganite and AGRI-LIFE fertilizers, two popular soil enrichers. Process research on sewerage treatment takes place in the Central Lab as well.

Photography: Mark Heffron



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Project	Fire Station #6
Location	Madison, Wisconsin
Architect	MZM Architects, Inc.
General Contractor	Gilbert Construction Corp.

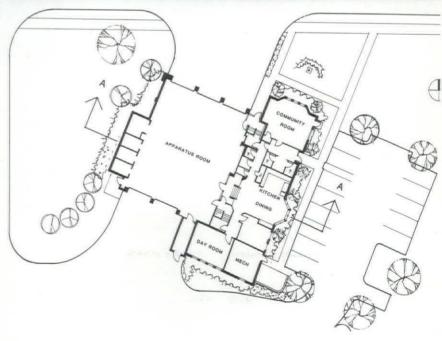


The City of Madison Fire Department's new 3-bay station utilizes the owner's concept of two levels split off of the apparatus room for living and sleeping quarters. This allows rapid and easy access from those areas to the vehicles without the traditional fire pole. Dormitories, office and watch room occupy the upper level with kitchen/dining, exercise, day room and utility spaces on the lower level. The fire station features a display of fire-fighting equipment, photographs and other memorabilia in the community room.

The building exterior responds to the requirement for a pitched roof, which gives the station the character of a traditional "fire barn". Horizontal brick banding, bay windows and stone capitals at the overhead door posts are used to add detail and interest, while keeping the scale of the building compatible with nearby residences.

Photography: John Meyer





Project	Renovation of Brown County Detention Center
Location	Green Bay, Wisconsin
Architect	Architects Group Limited
General Contractor	George M. Hougard & Sons, Inc.



The program required creating space for sixty Huber Law residents, ten juvenile detention residents and renovating the minimum security areas in the existing jail into medium security.

The new spaces were to be created in the former four-story Brown County Safety Building which housed two floors dedicated to court rooms and ancillary spaces, and two vacated Sheriff Department office floors.

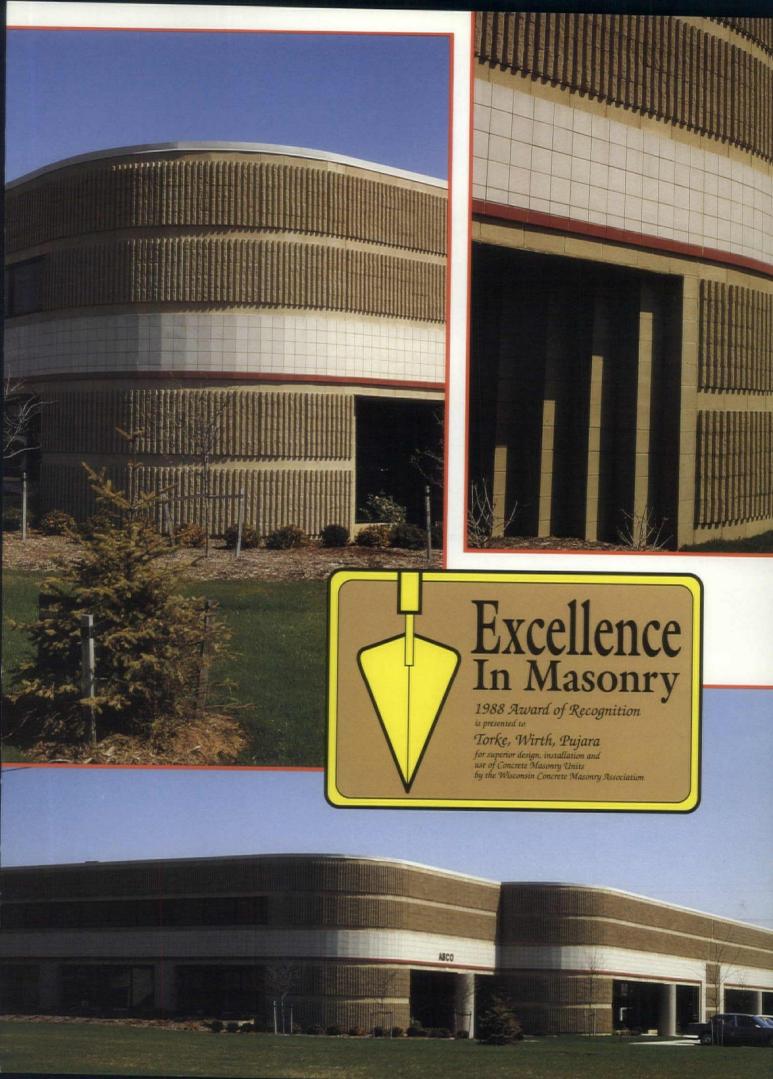
The existing circa 1964 buildings were clad with white glazed brick which conflicted with surrounding buildings.

The design solution resulted in housing 76 Huber Law residences on third and fourth floors and 12 juvenile maximum security residents on first floor, leaving the second floor a temporary court room.

New and additional security windows were added and exterior wall insulation added on both buildings. Exterior colors were selected to harmonize with existing adjacent County Courthouse and Brown County Annex.

Photography: Michael Stangel





Mill Run Business Center Wauwatosa, Wisconsin

Program: Business Center; Office and Warehouse Facility

Architects: Tom Torke, Mike Herriges

Consultants: Greentree Electric, Condition Air Design, Ideal Plumbing

General Contractor: Inland Development

Mason Contractor: Four Construction Corporation

Structural System: Bearing Concrete Masonry Units with Interior Steel Columns and Bar Joist Roof System

Major Materials: Concrete Masonry Units, Steel and Glass

Mechanical System: Offices - Roof-top Gas Fired Units, Warehouse - Space Heaters

Size: 38,337 Square Feet

Cost: \$1.5 Million

The Judges Comment...

"A building which exhibits a good project stance in that it looks good from the road and yet under closer scrutiny it has a level of detail which required a good deal of thought and execution to achieve." R. G. Keller

"Commendable job of combining numerous textures, colors and unit-proportions. The visual interest is maintained from distance to close up and should be a community asset for many years. ." Milt Mortinson

"A creative combination of block units to achieve a variety of scale experiences." John Cain

"Two levels of viewing here - the building presents itself well from a distance - massing color, etcetera. The building also has nice detailing to appreciate at a close viewing distance - nice detailing at windows." Tom Williams

The Architect Comments...

"We are proud to have the WCMA select this project for their Excellence in Masonry Award.

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The project was constructed of exterior masonry bearing walls using integral color and water repellent block units with a fluted split face. Accent bands of Spectra Glaze masonry gave color and a texture change to the facade.

The owners of the project, Inland Management Corporation, have a project that is low in maintenence, functional, with the successful environment they desired.

We thank you for the recognition you have given our project." Thomas S. Torke, AIA

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General Contractor	Market & Johnson, Inc.	
Architect	Seymour Davis Seymour Architects-Engineers, Inc.	
Location	Eau Claire, Wisconsin	
Project	McPhee Physical Education Center Addition	

General Contractor

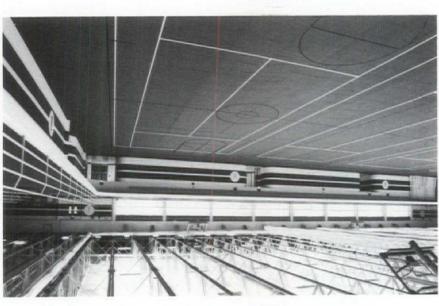
rooms, office and classrooms. weight training room, locker gymnasia, handball courts, a connection provides access to link at the ground level. This original structure by a connecting The new addition is joined to the

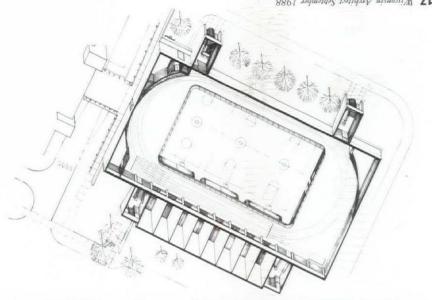
which do not require high ceilings. education space for those activities also provides additional physical balcony for the handball courts. It which doubles as an instructional 200 meter track, a portion of The upper level is comprised of a

feet. facility consisting of 86,000 square Eau Claire campus is a two story on the University of Wisconsin -McPhee Physical Education Center The addition to the existing

recreation and athletic programs. for the University's indoor was to provide additional facilities and coaching. Secondly, the project elementary and secondary teaching professional education for instructional facilities to serve. project was to provide additional addition was twofold. First, the The purpose of the McPhee







Project	Gaensien School	
Location	Milwaukee, Wisconsin	
Architect	the Zimmerman Design Group	
General Contractor	Hutter Construction	

The first floor focuses on children in the "early childhood" groups. As the younger children utilize outdoor play facilities the most, this placement provides them with direct access to these areas. The remainder of the floor houses the Music Department, Home Economics, Industrial Arts, Physical Education and Pool areas; departments that require large spaces with activities that typically generate noise. This placement provides adequate space away from large classroom environments.

The second floor introduces an exciting organizational concept in which four groups of classrooms are

clustered around a central resource center. Seven such clusters then encircle the main resource center that houses the library and computer center to complete the classroom floor. Due to the nature of the students, these classroom clusters with moveable walls allow for flexibility in room sizing and room activities. The Gaenslen instructional program allows for team-teaching in which this cluster-system is well suited.

Photography: Mark Heffron



Project	Composite Support Facility
Location	General Mitchell Field/Milwaukee, Wisconsin
Architect	Juerisson Associates, Inc.
General Contractor	Marino Construction Co.

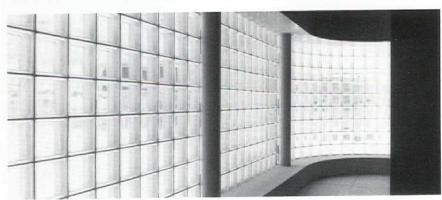
This 17,884 square foot building physically divides two distinct functions (dining and medical examination treatment) with a vaulted corridor which further serves as a temporary waiting area when user demand is high. The 300-person dining hall with scramble cafeteria and kitchen features a curved 12-foot high southern expanse of glass for winter solar heat gain.

Building massing and orientation of major dining hall glazing to the south also provides pleasant views toward a wooded prairie area (the only available visual relief from jet fuel tanks, hangars, runways, etc. which adjoin the other three sides of the building).

Photography: Jaak Jurisson







SELECTING YOUR

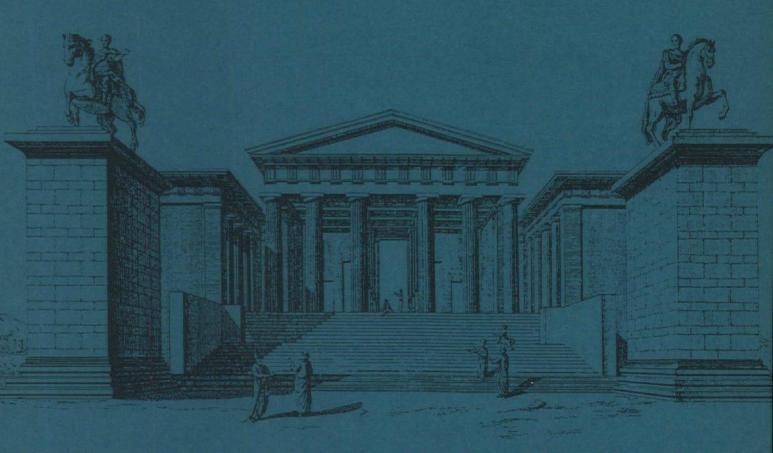
ARCHITECT

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PUBLIC PROJECTS

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W I S C O N S I N S O C I E T Y O F A R C H I T E C T S

A M E R I C A N I N S T I T U T E O F A R C H I T E C T S

3 2 1 South Hamilton Street, Madison, WI 5 3 7 0 3

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When public officials undertake a building project, whether it's erecting a new building, remodeling or expanding an existing building, creating a city park, or any number of other public improvements, the selection of an architectural firm is one of the most important events in the process.

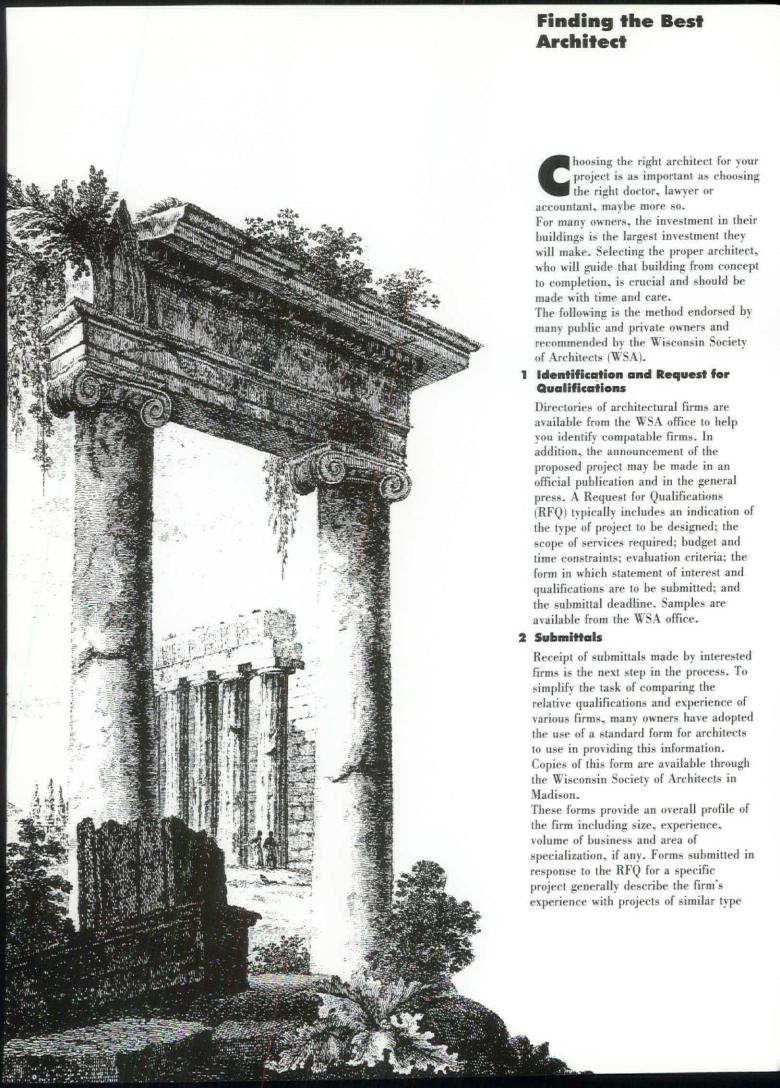
Your Building Project

he architect's performance
influences the entire course of your
building project — financial,
feasibility, appropriate public response,
design, functional efficiency,
construction costs, operating costs, and
maintenance costs during the facility's
life.

Many public owners struggle with the method that should be used in identifying and hiring an architect. While there are several, one basic difference between selection methods is whether or not the fee charged by the architectural firm should be the primary criteria for selection as opposed to the compensation being one consideration along with other factors such as competence, qualifications, experience, staff, location, and compatibility. Public and private owners have found that choosing an architect on the basis of qualifications, and not solely on the basis of fee, best suits their needs and enhances the relationship and team effort. Why? Read on!

This booklet is meant to assist you, the public owner, in understanding why Qualification Based Selection of architects is in your best interest and that of the public you represent!

As a public service the Wisconsin Society of Architects (WSA) offers the services of its QBS Facilitator at no cost to you the owner. The Facilitator is available as a resource to you regarding information on establishing a selection process and providing general information on what an architect can do to assist you with your specific project requirements.



and scope, and the special expertise of personnel who would be assigned to the project. The owner may request the architect to provide additional detailed information in specific response to the request for proposal, including references.

3 Evaluation

Evaluation of submittals is the next step in the selection process. Evaluation criteria generally include relevant experience and specific expertise, performance references on previous projects, qualifications of consultants and staff, availability of key personnel, and current and projected workloads that would affect the firm's ability to perform the required work on schedule. The purpose of this preliminary evaluation is to select a manageable number of firms for personal interviews. The number of firms to be interviewed depends in part on the size, scope and complexity of the project, the number of qualified submittals and also on the time available to complete the selection process.

Great care should be taken to insure the ability of prescreening panels to select the best firms to be interviewed for specific projects. The final selection can only be as good as the original screening. 6 Ranking Since each firm should be given sufficient time - usually 45 to 60 minutes - to present its qualifications and since interviews may represent a considerable investment in travel and/or the commitment of time for the firm's personnel, only those that appear qualified to take on the project should be interviewed. Prescreening to limit the number of interviews to five or fewer is clearly to the advantage of the client as well.

Those firms invited to interview should be given as much advance information as possible about the project, the size and makeup of the interviewing panel, and allocation of time for presentation and for a question/answer period, which is very useful to both the owner and the architects.

4 Site Visitation

It is recommended that for the short listed firms a site/facility visitation be scheduled. This should take place at least two weeks prior to the interviews to allow the architects to observe the situation and ask questions before they finalize their presentation for the interview.

5 Interviews

Interviews are conducted after the evaluation process has identified those firms (3-5) with the appropriate abilities, experience and qualifications for the project. The interviews provide an opportunity to compare the different approaches to the design process and interpretations of the specific program, but do not expect sketches of your project. Preconceived designs are not applicable to most building programs. Interviews also allow for the comparison of the personal styles of each firm's managers and key personnel - an important consideration since the firm selected will be closely associated with the client's staff over a period of months or years. For that reason, clients frequently request that key personnel who would actually be assigned to the project appear at the interview.

Ranking of the top firms to identify the best qualified firm is the next step. Ranking criteria might include such items as design ability and experience of the firm, demonstrated interest in your project, conveyed understanding of the unique requirements of your project. relevance of previous projects presented during the interview, availability of key personnel, and schedule and budget performance on previous projects. Discussions with the top-ranked firm then follow to confirm its ability to perform the necessary work, on time, within budget and at the expected level of quality and to further refine performance requirements.

7 Architect Compensation

Some owners mandate the method of compensation such as a percentage of construction costs, hourly rates, lump sum or some other formula. However, it is important to understand that design professionals base their compensation on their anticipated direct and indirect costs for providing the anticipated services, plus a normal profit margin. Thus, if the fee requested by the top-ranked firm is higher than the amount the client can or will pay, it is reasonable and proper to review the scope of services to determine whether all the services requested are in fact necessary. If agreement on the scope of services and compensation cannot be reached, negotiations with the firstranked firm are formally terminated and the owner enters into negotiations with the firm that was ranked second and repeats the process.

Summary

The procedure outlined above is typical of the selection methods that have been adopted by many government agencies and local jurisdictions. We recommend that all public owners adopt a formal selection procedure for procurement of architectural/engineering services. This is a requirement of the Federal Office of Management and Budget-Circular A-102 that requires uniform administrative requirements for grants and cooperative agreements to state and local governments, effective October 1988. Model Procurement Policy statements are available from the WSA office.

Architect Selection for Public Construction Projects

by Anders C. Dahlgren Public Library Construction and Planning Consultant Wisconsin Department of Public Instruction

he selection of an architect is a crucial decision in any construction project. For a public construction project, the choice can become a highly charged issue. The board or committee charged with the authority to make that decision, after all, is obligating public funds and there will certainly be pressure to make that decision responsibly. Political pressures may become a factor as well. How should a board select an architect?

There are three basic methods for choosing an architect: direct selection, design competitions, and comparative selection.

Direct selection can be as simple as it sounds. An architect is identified and a contract signed. This method is more often used for small or private projects. On the other hand, the municipality may retain an architect or have an architect on staff to design municipal projects, and in that case there may be little choice but to work with that individual.

A design competiton is a much more complex selection method. In brief, a client invites a limited number of architects (or may open the competition to any interested firm) to prepare a design based on a written building program statement. A qualified jury selects the design from among the submittals. A design competition may appear to remove the client from the selection of a design, and it may be a more costly selection method, but a wellmanaged competition can produce a wider variety of design solutions than any other method. This does not even begin to describe the complexities of a well-run competition. Further information can be obtained from the American Institute of Architects.

Comparative selection is the most common means of architect selection for public construction projects. This process begins with the identification of a number of firms that may be capable of completing the commission and progressively narrows the field until one primary candidate remains.

The first step is the identification of potential candidates. Look at other buildings of similar size and type in the vicinity. If a police building is being planned, look to other police buildings in the area. Identify those that appear to be especially successful. Find out what firms designed those buildings.

Don't necessarily limit this search to structures of the same type. It may be worthwhile to consider the designer of a nearby office building if that structure represents a creative design solution for a challenging site, or if it creates an ambiance appropriate to the project at hand, and so on.

Contact area professional organizations for assistance. The Wisconsin Division for Library Services, for instance, maintains a non-selective, noncomprehensive list of architectural firms with library design experience in Wisconsin

When several candidates for the commission have been identified, a questionnaire is sent to each firm. It should ask for a list of recently completed projects and projects in progress. Each firm should specify the number of staff they employ and their areas of specialization and expertise. Each firm should be asked to describe their perception of the architect/client relationship and how they approach their role in monitoring construction progress. In addition, firms can be asked to relate their performance and accuracy in estimating construction costs.

The responses should be evaluated and the field narrowed to three to five firms. Visits to these firms' recently completed projects or discussions with their clients may serve to narrow the field further.

The next step is to schedule interviews. The finalists are invited to make a presentation of their qualifications to the board or the selection committee. If a written building program statement has been prepared, it can be helpful to forward a copy to each firm and ask them to identify what they perceive to be major design concerns.

The interview can be used to continue to explore each architect's approach to design and each firm's performance in terms of bringing projects in on time and within budget. Verify which individuals in the firm will bear what responsibilities at different stages of the project. Take the opportunity to define just how the architect's fee is determined, and what services are included in the fee. Discuss other pertinent experience, focusing on prior work for public clients and experience with the law relating to public bidding.

Allow about one hour for each interview. Leave plenty of time for questions following the initial presentation. Provide a screen and a projector in case an audiovisual presentation is made. Schedule 15 to 20 minutes between interviews to compensate for the possibility of extended questioning and to allow the next candidate time to set up.

As each interview is evaluated, consider the architect's communications skills. Like many professional relationships, the success of the architect/client relationship relies on the ability of both parties to communicate clearly, directly and perceptively. Also consider the architect's demonstrated design ability.

Architect Selection by Wisconsin Schools

by Richard D. Peterson School Administration Consultant Wisconsin Department of Public Instruction

Both of these elements should be placed before consideration of an architect's fee. The fee should not become an overriding factor in the selection process. Under routine circumstances, the range of fees among candidates should be relatively limited, and certainly when taken as a percentage of the overall project cost the differential between the lowest fee and the highest fee is likely to be negligible. The board or selection committee is far better off paying a higher fee to secure the services of a firm they have confidence in, rather than trying to save a few dollars on professional fees.

Similarly, exercise caution if a firm offers to perform any services at no charge or at a highly reduced rate. Here, as in so many other matters, the buyer must beware, because too often you do get what you pay for.

Based on the information gathered, the selection committee should then come to a consensus about its primary choice and negotiate a contract with that firm. The American Institute of Architects can provide a sample form of contract between architect and client. The contract should be examined and approved by the municipality's legal counsel before it is signed.

As an aside, it can be useful to include in the contract a provision that requires the architect to return one year after the new building has been occupied to conduct a post-occupancy evaluation of the structure. Both architect and client can learn from that review.

With a contract in hand, the architect and the client are able to sit down to the challenge and rewards of designing a new building and watching those hopes, dreams and wishes become a reality. t would be difficult to find a more naive building owner than an elected school board. This is not to demean Wisconsin school board members, who are truly sincere and dedicated people, but to recognize that they come from all walks of life for an often short term of service as a board member.

Drawn to board membership by an interest in the education of our young people, it should not be surprising to find these citizens more conversant with matters of curriculum and methodology than with bricks, mortar and contracts. Nevertheless, Wisconsin code (ILHR 50.07) requires that school buildings be designed by an architect, and Wisconsin Statute (s. 120.13) assigns to the school board the power to select and employ design professionals.

The process of providing new or altered school facilities is discussed at length in texts and professional journals. Covering the time from recognition of need to building dedication, these articles support a surprisingly consistent series of steps.

A survey/study to determine the need and alternate methods of satisfying that need is the common first step. While architects may be employed to provide support information, most of the literature stresses the educational nature of this step.

Probably the most misunderstood step in the whole process is that of drawing up an educational specification for the work to be done. Prepared by the school administration and staff, this document sets forth the educational requirements to be met by the physical changes to be made. Answering the questions of what is to be taught (curriculum) and how it is to be taught and to how many at a time (methodology), the educational specification should be the document used by the architect in developing the building program.

Properly done, the educational specification should contain no references to the physical size of any teaching space. Any mention of "square feet" should be stricken from the report. Even mention of the shape of a teaching space should be restricted to the minimum necessary for the desired methodology.

Enter the architect! It will be the responsibility of the design professional to translate the educational specification (whether written or verbal) into a workable physical design and to direct the building program through its entire course.

During the entire association, the architect must be, and must be seen as the representative of the school board. This relationship can only exist in an atmosphere of mutual understanding and trust. The architectural selection process and the resulting contract will both play a large part in determining whether or not there is to be a good working partnership.

The architect's relationship to the board of education ranges somewhere on the broad spectrum from "Agent of" to "Vendor to" and the basis of the architect's selection will range somewhere on the equally-broad spectrum from "Qualifications" to "Price."

If both sides are truly interested in the architect as agent, they will both recognize the necessity of selection being made on the basis of qualification. Every inch that the selection criteria moves toward price makes the architect a little bit more of a vendor and less an agent.

The process of architectural selection should then follow a fairly simple outline:

Expression of Mutual Interest

This may include a public announcement by the board soliciting contact from design firms.

Preliminary Screening

This is usually accomplished by mail, with the board narrowing its choices to a few (3–5) architects by use of a screening questionnaire or by examination of general data sent by the architect.

One on One A WSA Public Service Program

Final Selection Interview

It is important at this critical point that both sides must be careful to avoid any semblance of a bidding competition. It is here that the school board's lack of previous experience in such matters may well make them lose sight of the longrange value of a trusting agent relationship in favor of a relatively few dollars saved on the professional fee.

Fee Negotiation

At this time, the board meets with its first choice to decide on the fee basis and size. Only if the board cannot come to an agreement with its first choice does it break off that negotiation and turn to the second choice.

The fee basis for school architectural services in Wisconsin has traditionally been a percentage-of-contract. While this is easy to determine and should compensate the architect in proportion to the work required, it is also the cause of the most common complaint made against architects by school administrators, school boards, and taxpayers in general.

Percentage-of-contract fees leave the architect open to suspicion (and sometimes open accusation) that the choices of design, construction method and materials were made to enhance the fee rather than to the benefit of the school district.

While neither side as well acquainted with a fixed-dollar fee, it would be well to investigate this fee base at the time the scope of the project becomes clear.

We can probably never get away from the truism that "in business, the level of ethics is directly proportional to the square of the economic well-being of the parties involved." When money and work are scarce, school boards will invite, and architects will offer, cut-rate deals. An understanding of the nature of the agent role of the architect should, however, reduce price bidding to a minimum.

ince this booklet was first published in September of 1985, the WSA has had over 500 responses to its offer of assistance, advice and counsel from owners who wanted help in establishing an objective, sane, and competent method for selecting an architect. While there are many similarities in the desires of these owners, the WSA has found that each owner has unique needs and particular concerns which must be integrated into the selection process that the owner evolves in attempting to find the architect who can best serve the owner's requirements.

Recognizing the uniqueness of each owner's situation, the WSA has developed a variety of useful documents and, more important, has engaged the services of an experienced and qualified facilitator/counselor to assist owners in developing their individualized selection methodology. This service is offered,

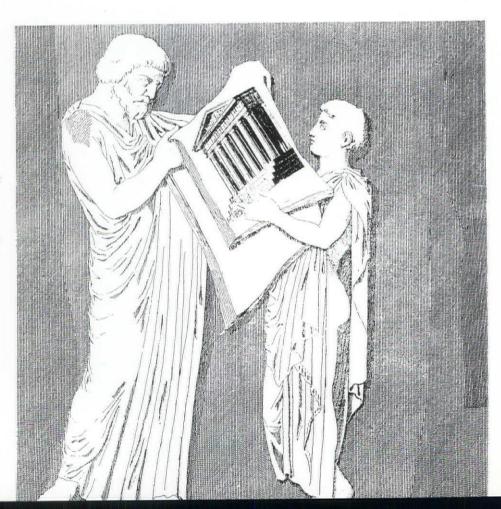
without charge, to any owner interested in developing a selection methodology for their professional design needs.

What does this service entail? The WSA's QBS Facilitator will work with you over the telephone, through the mail and by meeting with you "one on one." The Facilitator will provide information, answer questions and actually develop a draft set of selection materials based on your specific needs.

Give us a call to see if we can help. If you want the names of schools, counties, towns, churches or other groups that we have successfully worked with . . . we'll be happy to supply them.

Let us go "one on one" with you in developing a competent selection process for your building needs.

For more information call the office of the Wisconsin Society of Architects (608) 257-8477 or 1-800-272-4483.



Comments from Public Owners on Qualification Based Selection

ver the past three years, the Wisconsin Society of Architects has assisted many Wisconsin school districts and local governments in establishing a rational and objective process for selecting an architect for their building projects on the basis of qualifications, competence and compatibility. The WSA has received very positive feedback from these public owners who have utilized our Qualification Based Selection (QBS) process.

With the assistance offered as a public service by the WSA, public owners in Wisconsin have found that the QBS process saved them time and money in the selection of an architect and, perhaps more importantly, resulted in the selection of the most qualified and capable architect for their particular building project. The following excerpts from recent letters received by the WSA are illustrative of the positive results public owners have had by utilizing the QBS process and the unique implementation assistance provided at no cost by the WSA.

School Districts

We wish to thank the WSA for the assistance recently provided the Stevens Point School District with the architect selection process. We felt that we had somewhat of a different project in that we wanted to add 30,000 square feet to an existing elementary school that had been added onto on two previous occasions. The age of the building was to involve considerable remodeling and some demolition. Therefore, we wanted to select an architect with school construction experience which included similar work.

Initially, we contacted 15 architectural firms to request Statements of Qualification to be eligible for a possible interview for architectural services. Here is where the QBS format was extremely valuable. We followed the format for "Requirements for Letters of Qualifications", "Schedule of Activities", "Scope of Work", and "Reference Check List."

Upon receiving materials from those firms interested in the project, we contacted at least two recent project references on each firm. The QBS format provided more objectivity than other processes we had used in the past. Using this process, we were able to select four firms for the School Board to interview. The School Board members used the QBS format to rate each firm. Each Board member's evaluation sheet was tallied, with the Board selection going to the architectural firm who received the highest number of points.

The project is just about completed and we have been very pleased with the selection that was made. We would certainly recommend the use of the QBS process to anyone selecting an architectural firm.

I personally wish to thank you for the excellent resource provided the school district.

William L. Palmer, R.S.B.A. Administrator for Business Affairs Stevens Point Area Public School District

Thank you for your assistance in our recent architect selection process. After having reviewed the QBS material with you, the board felt very comfortable with the process. The selection criteria, interviews, and timelines were all adhered to, which left all of us confident of our final selection.

We are very eager to proceed with our building plans now that we have selected an architect. Both the board and I want you to know that the QBS approach was very much appreciated

Robert Cavanaugh, Ph.D. District Administrator School District of Wausaukee I would like to thank you for the excellent support you gave the Port Washington Saukville School District in the selection of an architect. I was very unsure of the procedures used to select an architect, but with your help an exemplary process was developed and implemented.

We have selected an architectural firm to serve as our architect.

Again, thank you. It was a pleasure working with such a competent and knowledgeable individual.

Robert H. Woelfl Business Manager Port Washington Saukville School District

County Building Committee

"... thank you for your very valuable assistance in the preliminary work of choosing an architect.

You have changed the concepts of architects held for years by the County Supervisors on the Committee. Committee members have told me they had always received bids by architects for a specific project, and then picked the lowest bidder.

Hopefully, the educating you did will be used in future projects and architects will be chosen on the basis of qualifications rather than cost.

Thank you again for your willingness to give time, patience and humor in assisting us to choose a suitable architect. We would not have done any of the preparation as intelligently without you."

Charlotte J. Williams, Chair Human Services Building Committee Sheboygan County

Cooperating Organizations and Individuals to Contact in Wisconsin

Need More Information?

State of Wisconsin Schools

Richard D. Peterson School Administration Consultant Department of Public Instruction 125 S. Webster Street, Box 7841 Madison, WI 53707 (608) 266-2803

Libraries

Anders C. Dahlgren Consultant for Public Library Construction and Planning Dept. of Public Instruction 125 S. Webster Street, Box 7841 Madison, WI 53707 (608) 266-3874

Public Projects

Harlyn Verhage Director of Bureau of Administrative Services Division of State Facilities Management 8th Floor, 101 S. Webster Street Madison, WI 53703 (608) 266-3620

Department of Development

Paul Van Rooy Manager, Housing and Public Facilities Programs Wisconsin Development Fund 123 West Washington Avenue P.O. Box 7970 Madison, WI 53707 (608) 266-3278

Wisconsin Association of School Boards

George Tipler Executive Director 122 West Washington Avenue Madison, WI 53703 (608) 257-2622

League of Wisconsin Municipalities

Stan York Executive Director 122 West Washington Avenue Madison, WI 53703 (608) 267-2380

Wisconsin Towns Association

Richard Stadelman Executive Secretary Route 4, Box 319 Shawano, WI 54166 (715) 526-3157

Wisconsin Counties Association

Mark Rogacki Executive Director 802 West Broadway Madison, WI 53713 (608) 266-6480

Wisconsin Library Association

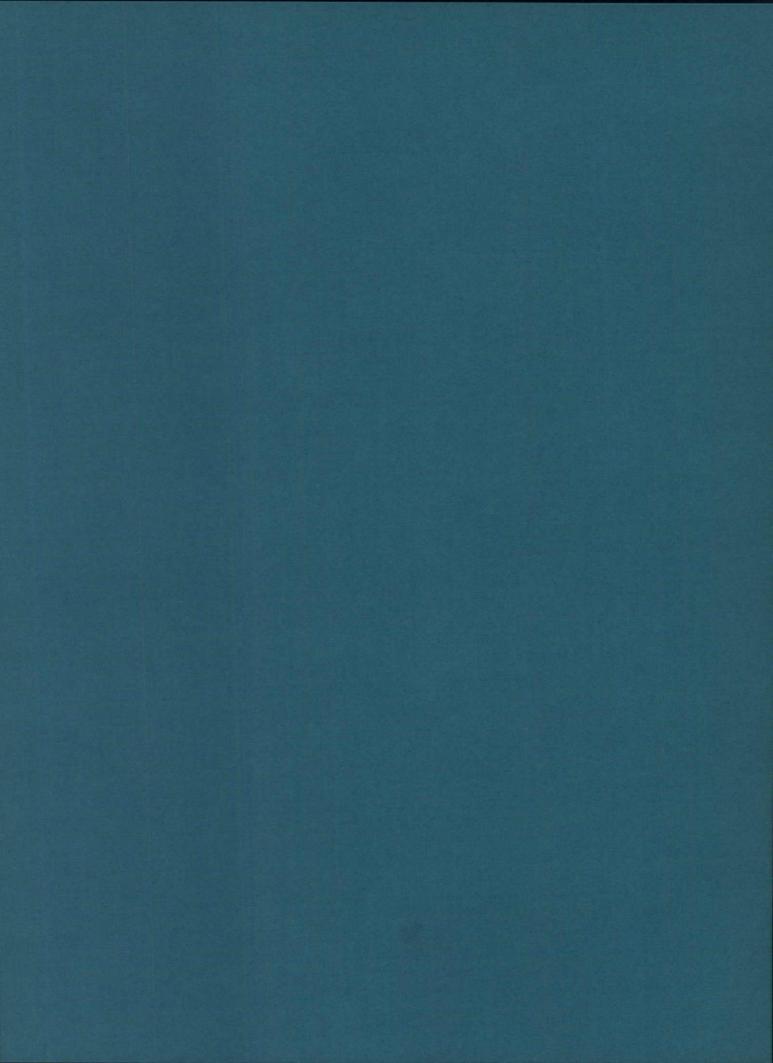
Faith Miracle Administrator 1922 University Ave. Madison, WI 53705 (608) 231-1513 f you would like to receive more information on Qualification Based Selection (QBS) and how the Wisconsin Society of Architects can assist you in establishing a QBS process for selecting an architect for your building projects, the WSA office can provide you with the following materials . . . and more:

- Directories of architectural firms who can do your work.
- Samples of requests for qualifications (RFQs) seeking qualified firms.
- A qualifications questionnaire for architects.
- A score sheet to use in interviewing architects.
- An architectural services procurement guide.

For more information contact:

Darius Van Fossen QBS Facilitator Wisconsin Society of Architects 321 South Hamilton Street Madison, WI 53703 (608) 257-8477 1-800-272-4483

William M. Babcock Executive Director Wisconsin Society of Architects 321 South Hamilton Street Madison, WI 53703 (608) 257-8477 1-800-272-4483





WISCONSIN SOCIETY OF ARCHITECTS

American Institute of Architects 321 South Hamilton Street Madison, WI 53703 (608) 257-8477 1-800-272-4483

Project	Rahr-West Art Museum
Location	Manitowoc, Wisconsin
Architect	Berners Schober Associates, Inc.
General Contractor	Hamann Construction Co.

The new addition to the Rahr-West Art Museum answers a long-felt need for adequate exhibition and storage of the paintings, drawings, prints and sculpture that comprise the museum's growing permanent collections of American art.

Donated by Ruth and John D. West, the new L-shaped area adds 6,000 square feet to the existing exhibition wing completed in 1975. Facilities include a spacious exhibit gallery featuring wall covering and carpeting in a neutral beige color; flexible illumination and complete climate control; an improved shipping/receiving area; and elevator access from both the

gallery and public lobby areas of the museum. The lower level includes elevator access to meeting/ classrooms; crate and pedestal storage; climate-controlled art storage room; and workspace for recordkeeping and framing.

The valuable collection of American art owned by the Rahr-West is a gift to the community by generous donors. The staff and Board of Directors of the museum invite you to see and enjoy the fruits of this spirit of generosity that we observe today.

Photography: Karen Sathoff





Project	Addition & Renovations to Burlington High School
Location	Burlington, Wisconsin
Architect	PSI Design, Inc.
General Contractor	Corporate Construction, Ltd.

The new 52,000 square-foot addition to the existing Burlington High School is the source of community pride, and represents a renewed commitment by the district's electorate to quality education. Financed via a successful bond referendum campaign led by an active and enthusiastic citizens' advisory committee, the school expansion and renovation allowed the long-awaited "completion" of a formerly cramped physical plant.

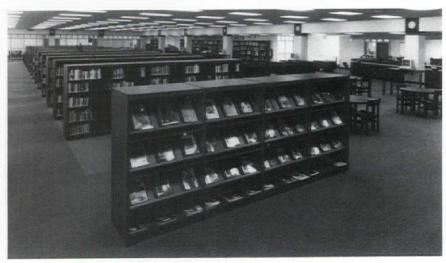
The new addition includes a new IMC (Instructional Materials Center), computer instruction lab, instrumental and vocal music areas, and home economics classrooms. In the existing building, changes included conversion of the former

library to language classrooms, renovation of science rooms and special education areas.

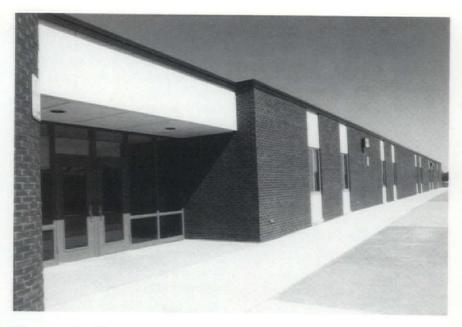
Siting of the addition was planned to tie numerous unrelated floor levels together and to establish a new formal entry facade on a building that had lost its formal "symmetry" through severe previous additions. Integrity of the older sections of the building was maintained through use of similar brick treatment, with details and arched entry borrowed from the original school's repertoire.

Photography: Steve Poast





Project	Tomorrow River School
Location	Amherst, Wisconsin
Architect	Foth & Van Dyke
General Contractor	Zeise Construction Company, Inc.



The secondary/elementary school in Amherst, Wisconsin, has had six additions since 1922. Last year's addition accommodates an increase in the school-age population, provides special art and music rooms, and eliminates the school's temporary classrooms. The architect designed a simple building addition that held costs down to \$38 per square foot.

The masonry addition includes six classrooms, two kindergartens, an art room, music room and administrative area that's now the main office area for the elementary school.

The addition is a steel joist structure with a metal deck and ballasted membrane roof. Classrooms are carpeted and hallways have vinyl composition tiles. The art room has a sealed concrete floor and plaster sinks with plaster traps.

Photography: Barbara Homel-Petitjean

Project	Galloway Park Shelter
Location	Menomonie, Wisconsin
Architect	Cedar Corporation
General Contractor	Pember Excavating, Inc.

Within the framework of upgrading and expanding its park system, the City of Menomonie sought to develop the facilities at Galloway Park. The focal point of the park would be a structure to provide restroom facilities and shelter for 30-40 picnickers. A durable, utilitarian building for three-season use, became the core of the project program.

Goals of utility and aesthetics combined to form a strong design. As a functional element, it provides for the comfort of park users, while it affords an unusual frame for views of the park and hillsides to the south of the City.

The shelter is constructed of concrete masonry and glass block to the eaves, with steeply pitch roof trusses. Asphalt shingles clad the roof, synthetic plaster coats the eaves and soffits, while the masonry is painted with vandal-resistant paint.

Photography: Cedar Corporation



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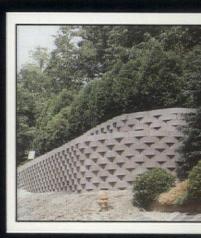






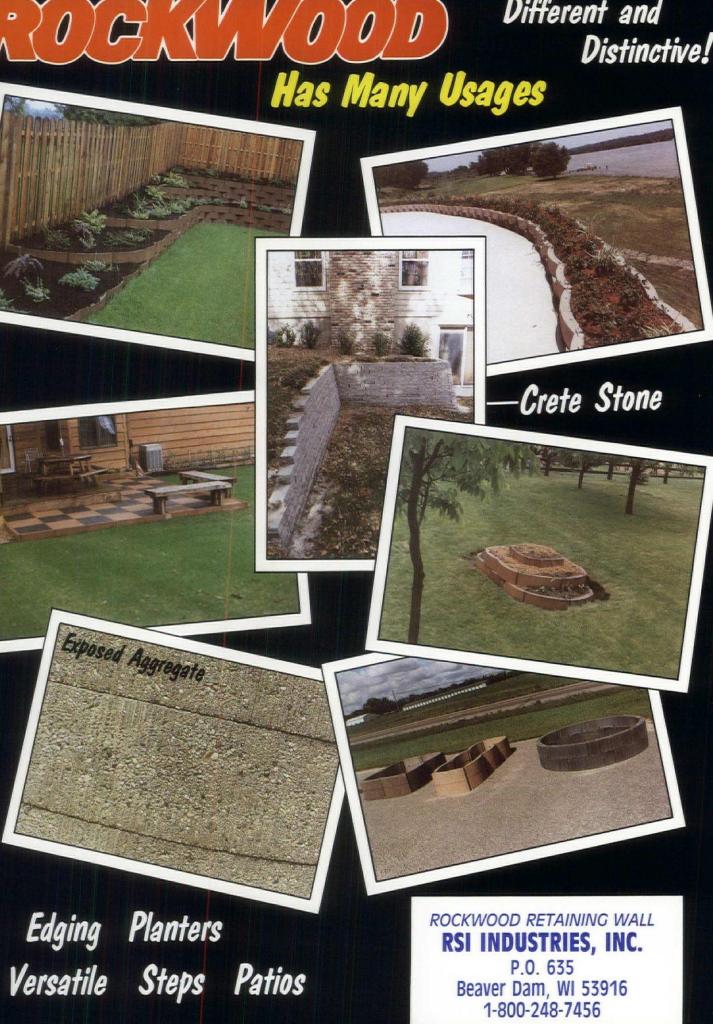












Project	Hazardous Materials Training Center	
Location	Cleveland, Wisconsin	
Architect	Donohue & Associates, Inc.	
General Contractor	Wall-Rich Construction Co.	

At the Lakeshore Technical College (LTC), accidents are happening on purpose . . . observed by students who are also learning the correct method for dealing with potentially dangerous situations.

LTC's new hazardous materials training program, the first offered by a Wisconsin school, trains students and first response professionals in the proper handling of hazardous materials. Key to the program is the Hazardous Materials Training Complex which includes an indoor training center and two outdoor concourses.

Completed in late 1987, the 5,600 square-foot building includes classrooms and an interior simulator arena. The training arena, which doubles as a response vehicle garage, is also used to simulate in-plant and manufacturing situations. The training concourses feature 16 simulated hazards.

Photography: Pat Kennedy





Project	Wisconsin Air National Guard Base Supply Facility
Location	Truax Field, Madison, Wisconsin
Architect	Flad & Associates
General Contractor	Grignano Company, Inc.



This Base Supply facility replaces an aging WWII supply building. The facility is composed of two basic functional elements: administrative offices and warehouse. The warehouse has three independent storage areas with common access to the service yard. The offices and support spaces are organized along a single circulation spine extending the length of the facility.

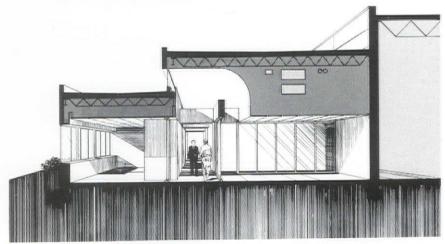
Several key support areas that require direct access to both the main warehouse and the offices are grouped adjacent to the office block. The low mass of the office area is stepped to provide a clerestory above the central corridor

and provide additional height for the mechanical spine. The clerestory ensures direct daylighting to virually the entire office interior. Externally the clerestory step provides a graceful transition between the different heights of the office and warehouse elements.

The building's exterior is clad in a panelized skin of acrylic stucco, selected both for its economy and compatibility with other Base buildings. A carefully proportioned grid pattern and accent striping relieve the mass of the warehouse walls.

Photography: Joe Paskus





Project	Milwaukee County House of Correction
Location	Franklin, Wisconsin
Architect	Heike/Design Associates, Inc.
General Contractor	A. Guenther & Sons

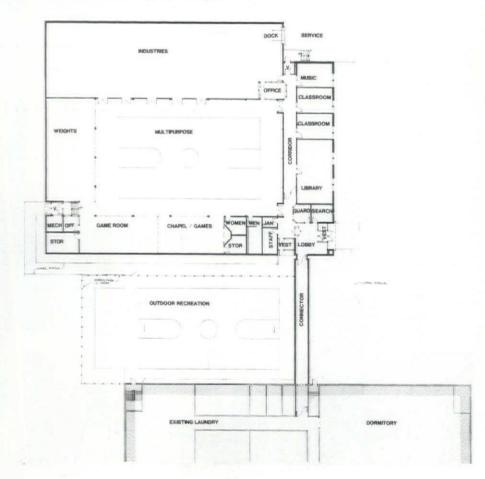


A long range facilities master plan and mission statement was developed by the architect for the House of Correction in 1985. It looked at causes for overcrowding as a result of changes in the Milwaukee County Justice System in the past two decades and provided guidelines for solving facilities problems.

Phase One was the \$2 million Eli G. Surges Activity Center opened in March, 1988. The initial crucial issue was lack of indoor recreational and program space in a severely overcrowded facility.

With careful consideration for construction as well as life cycle costs, the building was designed to be utilitarian, durable, and secure, yet architectural details such as custom precast entrance facade, accent colors, and materials which augment existing buildings, contemporary forms, color banding at the roof line, and overall scale create a structure that upgrades and enhances the institutional character of the HOC. Basketball, volleyball, indoor table games, exercise and weight lifting take place in the multi-purpose rooms. New classrooms, a chapel, offices, and staff restrooms surround it and the industries room.

Photography: Ed Purcell



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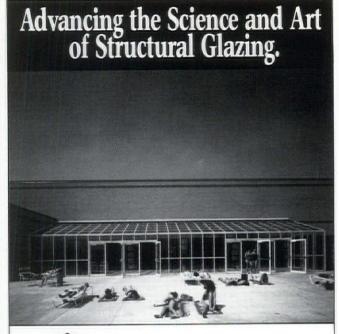
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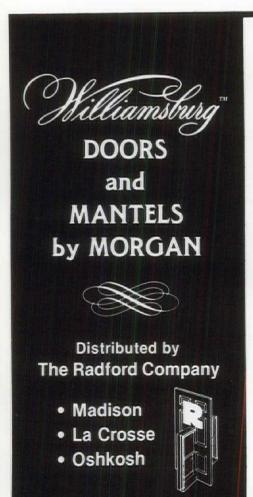


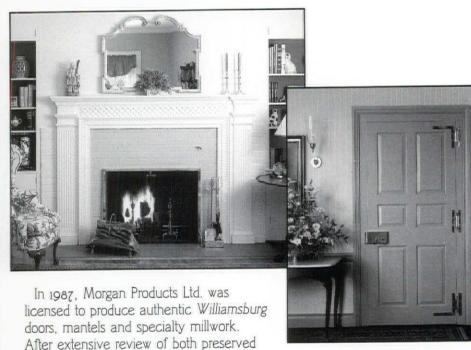
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Project	Mitchell Hall Remodeling
Location	University of Wisconsin, La Crosse
Architect	Myklebust Brockman Associates, Inc.
General Contractor	Olympic Builders

The Mitchell Hall project at UW-La Crosse, completed in August of 1987, was a major remodeling to update the building that supports the Health, Physical Education, and Recreation programs. This 1971 building was originally planned for an all-male student population. It presently serves 9,500 students, of which 55% are female. The project included remodeling of a total of 13 locker rooms (24,938 SF), a biomechanics laboratory (2,276 SF), a weight and exercise room (3,280 SF), and all related corridors to these areas.

Project areas were totally renovated, including new flooring, lighting, and ceilings. Custom carpet was designed with "UWL" printed in burgundy over light gray carpet to reflect the school colors. Wall graphics were added in the colors of gray and burgundy to all areas to create a visual interest. The weight room was located adjacent to a public corridor with windows facing the corridor to permit building users to view the activity within the weight room.

Photography: Roger Grant







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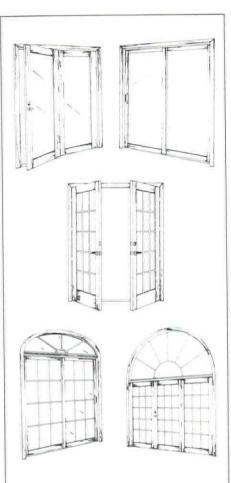
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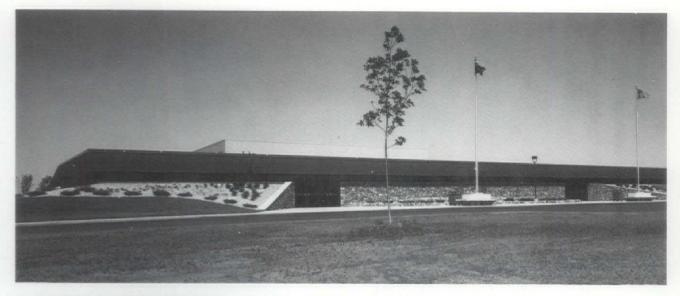
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Project	DeForest Area Middle School
Location	DeForest, Wisconsin
Architect	Thern Design Center
General Contractor	Westra Construction Co.





The exterior of the building is attractively unobtrusive in the residential neighborhood with a very low profile and eight foot earth berm. The entrance is spacious with outdoor seating and conversion areas against a background of Eagle Mountain Onyx Stone. Decorative architectural panels enhance the gable ends and facade of the sheltered structure. A sweeping access drive for school bus loading and wide sidewalks leading to a 100 car paved parking area compliment the orderly plan lay-

No penetrations of the ballasted roof surface were permitted and all venting was accomplished through the soffits. The main lobby and connection between the academic and activity wings of the school represent the architectural expression of the exterior with padded benches for conversation against a background of stone. Seven planters highlighted by task lighting add to the continuity and vigor of the facility. Final touches include natural oak board planking in random lengths complimented by an earth tone floor in quarry tile.

Photography: Rowe Sylvester



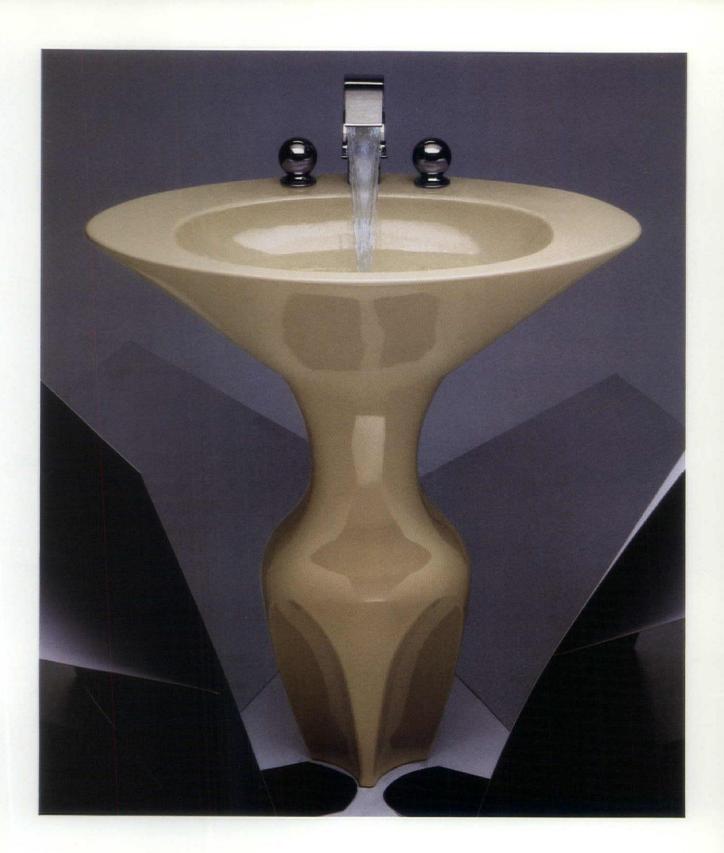




With unusual forthought, a Wisconsin village community sought help from an architect in the early planning stage for solving a variety of downtown problems. The architectural firm was requested to use their design ability in sketching possible solutions to provide a visual guide for the villagers. This kind of early overall plan can stimulate thought and ideas among private property owners as well.

The Village of Saukville and its downtown business community desired the development of a plant for the renovation of the Triangle Park area, the village's historic business, recreation and social center. Over the years this focal point had been dissipated as business spread to an outlying shopping center and along peripheral highways. Many of the 1890's storefronts had been "modernized." Other structures and amenities had been removed creating the look of a smile with missing teeth.

The architect was asked to paint a vision of how this area could be revitalized. Emphasis was placed on creating a positive outdoor space by infilling the gaps, strengthening the entries into the area with framing elements, and restoring those "modernized" buildings to their original look and integrity. The village is moving ahead with suggested improvements to the public areas including landscaping, outdoor lighting and the addition of a roof to the existing bandstand. Several individual property owners have restored their properties to their original look. The process is gathering momentum.



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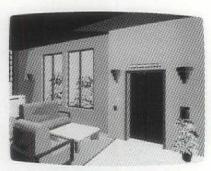
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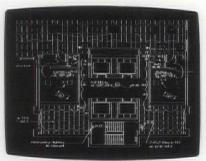
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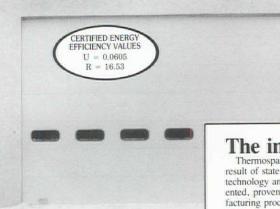






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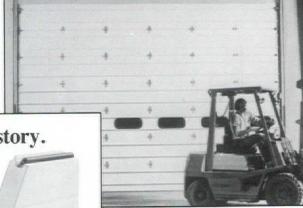


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Qualification Based Selection

A serious problem was identified soon after I became League Director. A number of communities all over the state—mostly small and mostly in the Northwest—were not happy with the final results of their relationship with a consulting engineer.

Working with the representatives of the consulting engineering profession, we explored mediation and arbitration as ways to resolve the problems. But the professionals said, "We do not want to clean up a mess; we would rather prevent it in the first place."

Clearly the best way to prevent a problem is in the initial selection of the consultant. Getting the right person or firm and writing a good agreement will take care of most of the problems.

As we began to set up a system that would do the job, we discovered "QBS", a program of the Wisconsin Society of Architects (WSA). It was exactly what we would have created!

Why invent a wheel when one is already inflated and rolling merrily along? We didn't. We got on board QBS.

QBS - or Qualification Based Selection - is an educational program designed to help municipal officials select professionals based on a qualification review rather than using the low bid as the sole criterion for selection. The program is being offered by WSA in cooperation with the Wisconsin Association of Consulting Engineers.

The program recognizes that if a municipality seeks bids from consulting firms on a particular project, the low bid it receives may not be the best bid; the low bid may not even represent the way to get the lowest final cost for the whole project. The task is to find the consultant best suited to the project who can bring in the total project at the most reasonable cost.

The QBS program begins with a self-analysis conducted by the municipality and culminates in the visit of a QBS Facilitator who assists the community in developing the information and attitudes it must have as it goes into a particular project.

At no time will the materials used in the self-analysis nor will the QBS Facilitator, who is neither an architect nor an engineer, recommend a specific professional for a project. The QBS Facilitator will assist municipal officials in preparing a complete set of materials, based on the specific project needs, to be used with potential applicants.

The League's Board of Directors has authorized the addition of this program as another member service. It is consistent with the League's pattern of helping communities ask the right questions so you can get a better result.

This is a program designed for you. Use it, and let us know how it works.

Editor: The author is the Executive Director of the League of Wisconsin Municipalities. This article appeared in the February 1988 issue of "The Municipality" magazine and is reprinted with permission.



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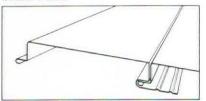
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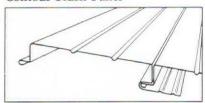
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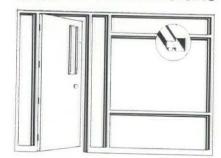
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